

# The nexus between green human resource management on organizational citizenship behavior in the hotel industry: A structural equation modelling approach

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**Abstract:** In recent years, awareness of sustainability has increased significantly in the hospitality industry, particularly within the hotel sector, which is recognized as a major contributor to environmental degradation. In response to this challenge, hotel managers are increasingly implementing green human resource management (GHRM) practices to increase Organizational Citizenship Behavior. Considering job satisfaction, and organizational commitment as mediator. A survey was conducted with 383 employees from three- and four-star Egyptian hotels and the obtained data were analyzed using SPSS version 22 and Amos version 24. Structural equation modelling was used to analyze the data. The study revealed that GHRM practices positively impacts Organizational Citizenship Behaviors (OCB), job satisfaction and organizational commitment in addition, the study found that job satisfaction and organizational mediates the relationship between Green Human Resource Management and Organizational Citizenship Behavior. The study found a positive link between GHRM and OCB, partially mediated by job satisfaction and organizational commitment. The recommend that implementation of GHRM practices in the hotel industry can have significant positive implications.

**Keywords:** green hotels; green human resource management; organizational citizenship behavior; job satisfaction, organizational commitment

## 1. Introduction

Employees who exhibit Organizational Citizenship Behavior (OCB) actively support and promote sustainability initiatives, such as recycling programs, energy conservation, and waste reduction campaigns. Studies show that when employees engage in OCB, they play a vital role in collaborative endeavors that boost the organization's environmental performance (Brammer et al., 2015). OCB fosters a cooperative setting where employees exchange insights and resources concerning sustainable strategies. This collaboration sparks inventive solutions for environmental issues, empowering employees to propose and execute eco-conscious initiatives (Taufique et al., 2017). Organizations that promote OCB often develop a favorable workplace atmosphere that prioritizes sustainability. This ethos inspires employees to embrace eco-friendly practices both during work hours and in their personal endeavors, underscoring the organization's dedication to environmental responsibility (Raza et al., 2018).

Employees exhibiting OCB have the potential to inspire their peers to embrace similar actions, triggering a ripple effect across the organization. As employees witness their colleagues participating in environmentally conscious practices, they are inclined to mirror these behaviors, fostering a wider organizational dedication to

sustainability (Gonzalez-Roma et al., 2020). OCB aligns employee behaviors with the organization's sustainability goals. When employees feel a sense of ownership and responsibility toward their organization, they are more likely to engage in behaviors that support its environmental objectives, thus enhancing overall sustainability efforts (Meyer et al., 2002).

Environmental concerns are gaining importance (Chan et al., 2016). Market pressures, consumer demands, and regulations (Masri and Jaaron, 2017; Renwick et al., 2013) have driven environmental awareness in hospitality (De Groot and Steg, 2010). This has led to "green human resource management" (GHRM) as a key area of study (Robertson and Barling, 2017). Engaging employees in environmentally friendly behavior (Molina-Azorín et al., 2015) is key to improving hotels' environmental performance (Freire and Pieta, 2022; Masri and Jaaron, 2017). These practices benefit both the environment (Alonso-Almeida et al., 2017) and employees (Tirno et al., 2023; Tambe and Shanker, 2014), motivating them to go green (Masri and Jaaron, 2017). Additionally, adopting environmental practices in hotels has beneficial effects on human resources, such as enhancing employees' environmental knowledge and awareness (Tirno et al., 2023; Tambe and Shanker, 2014). This instills motivation within employees to embrace green behavior and actively participate in environmental initiatives within their respective organizations (Masri and Jaaron, 2017).

Hotels heavily impact the environment, making sustainable practices vital (Alehegn, 2022; Ndoja and Malekar, 2020). GHRM integrates eco-friendly practices into HR strategies (Anderson, 2017; Bergeron et al., 2013). GHRM is linked to positive employee behaviors like OCB, which benefits organizations (Chernyak-Hai and Tziner, 2012). Organizational Citizenship Behavior (OCB) refers to voluntary action's employees take to benefit their organization beyond job requirements (e.g., helping colleagues). Studies show OCB links to positive outcomes like performance and satisfaction (Freire and Pieta, 2022). Job satisfaction and organizational commitment, which reflect an employee's feelings about their job and hotel, are important factors influencing OCB (Li, 2023; Renwick et al., 2013).

Furthermore, there is a potential gap between green human resource management (GHRM) practices and organizational citizenship behavior, job satisfaction, and organizational commitment in hotels. This study examines the impact of GHRM practices and job satisfaction and organizational commitment as mediators. The current literature may lack empirical studies on the impact of GHRM practices on organizational citizenship behavior, job satisfaction, and organizational commitment in the hospitality sector. The study discusses the importance of stakeholder engagement in organizational citizenship behavior in the hotel industry. However, there is a potential gap in exploring the perspectives of different stakeholders, such as customers, employees, and regulatory bodies, regarding the role of GHRM in enhancing organizational citizenship behavior. There is also a gap related to the long-term impact of GHRM practices. While the study focuses on the immediate effects of GHRM and OCB, there may be a gap in exploring the long-term sustainability impact of these capabilities. Hence, this study aims to address this gap by: (1) Examining how green human resource management influences organizational citizenship behavior of hotels. (2) Investigating the mediating effect of job satisfaction and organizational

commitment in the relationship between green human resource management and organizational citizenship behavior. (3) Contributing to the existing literature by examining what green HRM is and its impact on organizational citizenship behavior. (4) Bridging the gap in empirical research by providing substantial evidence on the direct impact of green human resource management on organizational citizenship behavior within the hospitality sector.

## **2. The literature**

### **2.1. Green human resource management (GHRM)**

Green human resource management (GHRM) has emerged as a crucial strategy for fostering eco-friendly workplaces. By promoting a green culture, GHRM motivates employees to minimize their environmental impact (Ahmed, 2014; Shayan, 2022). Organizations with robust GHRM practices educate employees on environmental goals, creating a competitive advantage through environmental responsibility. GHRM principles are integrated throughout HR functions, including recruitment, rewards, and training, to encourage eco-friendly behavior (Ercantan and Eyupoglu, 2022; Irani et al., 2022).

GHRM effectively links HR practices with a hotel's environmental goals, encouraging sustainable employee behavior (Masri and Jaaron, 2017; Tirno et al., 2023). It utilizes HR tools like training and rewards to promote eco-friendly practices, leading to reduced pollution and more sustainable workplaces and green companies can gain a competitive edge through these practices (Bahuguna, 2023; Mi et al., 2020; Nisar et al., 2022; Yusoff et al., 2018). GHRM focuses on HR practices that minimize environmental impact, integrating traditional HR methods like recruitment with green initiatives to foster a positive work environment (Nisar et al., 2022; Sheikh et al., 2019; Yusoff et al., 2018). This approach can give companies a competitive edge (Singh et al., 2020).

### **2.2. Organizational citizenship behavior**

Organizational citizenship behavior (OCB) refers to the voluntary action's employees take to benefit their organization beyond their job duties (Tripathi and Pandey, 2018). This behavior can significantly improve quality, customer satisfaction, and overall productivity (Tripathi and Pandey, 2018). OCB encompasses various dimensions, including altruism (helping colleagues) and conscientiousness (exceeding job requirements) (Yusof et al., 2019). Additionally, sportsmanship, defined as accepting organizational decisions without complaint, is another recognized dimension (Wang et al., 2013). Several factors influence OCB, including feeling supported by the organization, being committed to it, and experiencing job satisfaction (Yusof et al., 2019). Personality and values also play a significant role in shaping OCB (Wang et al., 2013). The link between OCB and organizational outcomes can vary depending on the context (Singh et al., 2020). Employees who feel valued for their OCB demonstrate a stronger link to improved performance and satisfaction (Singh et al., 2020). Additionally, OCB can contribute to reduced absenteeism and turnover (Tripathi and Pandey, 2018).

From a cultural perspective, OCB reflects values and norms. Collectivistic cultures tend to emphasize group-benefiting behaviors, while individualistic cultures may value self-benefiting OCB (Singh et al., 2020; Yusof et al., 2019). Understanding these cultural nuances is crucial for promoting OCB effectively within diverse workforces. In conclusion, OCB plays a vital role in driving employee engagement and enhancing organizational performance. By fostering a supportive and appreciative work environment, organizations can encourage employees to engage in OCB, ultimately contributing to a more positive and productive workplace.

### **2.3. Organizational commitment**

Organizational commitment reflects an employee's loyalty, belief, and desire to stay with the organization (Japir et al., 2023; Wang et al., 2013). Committed employees identify with the organization's goals and strive for personal growth within it (Bhutto et al., 2021). This benefits both employer and employee by fostering a stronger, more committed workforce (Bhutto et al., 2021). It also leads to better performance, acceptance of new ideas, and employee well-being (AL-Jabari and Ghazzawi, 2019). Commitment can be measured through factors like employee behavior, attitudes, and performance (Mercurio, 2015; Rafiei et al., 2022). Employee commitment is influenced by personal factors like age, education, and experience (Nayanajith., 2022; O'brien, 2011; Oginni et al., 2022). Job characteristics also play a role. Cvjetkovic and Milena (2022) propose a model where factors like autonomy and task significance impact job satisfaction and performance through employee feelings of responsibility and meaningfulness.

### **2.4. Job satisfaction**

Job satisfaction, an employee's contentment with their job (Judge, 2001), is crucial for motivation and performance. Research shows several factors influence it, including pay, promotion opportunities, work environment, and relationships (Colquitt, 2001). Fair compensation is important, but factors like fairness and equity can also play a role (Sverke et al., 2002; Tett and Meyer, 1993). Employees value clear paths for career advancement (Tett and Meyer, 1993) and job security (Cropanzano, 2001; Eisenberger, 2001). The work environment, including physical aspects (noise, temperature) and social support, also impacts satisfaction (Allen, 2015; Hill, 2001; Islam, 2021; Su, 2023).

### **2.5. Green human resource management and organizational citizenship behavior**

Green HRM integrates environmental practices into HR (Tirno et al., 2023). This can encourage employee behaviors that benefit the environment (OCB) (Bhutto et al., 2021). Green training, job design, and eco-friendly HR practices like recruitment and rewards are all ways GHRM can promote sustainable OCB (Al-Jabari and Ghazzawi, 2019; Bhutto et al., 2021).

Green HRM directly and indirectly influences employee environmental behaviors (G-OCB) (Wong, 2023). G-OCB refers to employees taking initiative to

protect the environment at work (Meyer et al., 2002; Zheng et al., 2021). Eco-friendly workplaces and sustainable policies can significantly increase G-OCB (Del Chiappa and Boggia, 2020). Consequently, the following hypothesis is formulated:

H1. Green human resource management has a significant positive impact on Organizational Citizenship Behavior in hotels.

## **2.6. Green human resource management and job satisfaction**

Green HRM practices are linked to higher job satisfaction (Baykal et al., 2023; Malokani et al., 2023). Employee commitment to environmental sustainability seems to play a role, but other factors may also be involved. To improve both environmental commitment and job satisfaction, organizations should create a supportive green work culture (Irani et al., 2022; Markovits, 2006).

Green HRM practices are linked to higher job satisfaction and a more positive work environment (Del Chiappa and Boggia, 2020; Renwick et al., 2013). This alignment between employee values and the organization's environmental goals can lead to greater job satisfaction (Jabbour, 2019). Consequently, the following hypothesis is formulated:

H2. Green human resource management has a significant positive impact on job satisfaction in hotels.

## **2.7. Green human resource management and organizational commitment**

Studies show Green HRM practices lead to higher organizational commitment (Del Chiappa and Boggia, 2020; Renwick et al., 2013). This may be because employees feel more connected to an environmentally responsible organization (Raza et al., 2018). Green HRM can increase employee commitment to environmental sustainability, which in turn strengthens their overall commitment to the organization. Consequently, the following hypothesis is formulated:

H3: Green human resource management is positively associated with organizational commitment within hotels.

## **2.8. Organizational citizenship behavior and job satisfaction**

Research shows a positive link between job satisfaction and OCB (previous passage) and between organizational commitment and job satisfaction (Meyer et al., 2002). Committed employees tend to be more satisfied and aligned with organizational goals. Organizational commitment and job satisfaction have a reciprocal relationship (Eisenberger et al., 2002; Meta et al., 2016). Satisfied employees are more committed and likely to go the extra mile (Baykal et al., 2023). This cycle is explained by social exchange theory: satisfied employees feel obligated to reciprocate by helping the organization (Eisenberger et al., 2002). Consequently, the following hypothesis is formulated:

H4: Organizational Citizenship Behavior in the hotels significantly relationship within job satisfaction in hotels.

## **2.9. Organizational citizenship behavior and organizational commitment**

OCB fosters a collaborative and supportive work environment, promoting teamwork, trust, and positive interactions between employees. This enhanced social capital encourages stronger emotional attachment to the organization (Organ et al., 2006). Employees who exhibit high levels of OCB often report higher job satisfaction, which correlates with greater organizational commitment. In hotels, where customer service demands can be stressful, employees who engage in OCB may experience a sense of accomplishment and connection to their work, reinforcing their commitment to the hotel (Podsakoff et al., 2000). OCB behaviors, such as helping colleagues and going beyond job expectations, can reduce employee turnover intentions. Organizational commitment increases as employees perceive their contributions as meaningful and feel valued by the organization (Kim et al., 2013). OCB contributes to the overall well-being of employees, making them more committed to their roles and the organization. In hotels, employees who engage in helping behaviors, such as assisting coworkers or providing exceptional service to guests, experience a sense of satisfaction and belonging (Luthans and Youssef, 2007). Consequently, the following hypothesis is formulated:

H5. Organizational Citizenship Behavior has a significant impact on organizational commitment in hotels.

## **2.10. The mediating role of job satisfaction in the relationship between GHRM and OCB**

Job satisfaction refers to an employee's emotional response to their work conditions, roles, and organizational practices. GHRM initiatives can enhance job satisfaction by aligning employees' personal values with the organization's sustainability goals, creating a sense of purpose and fulfillment. Saeed et al. (2019) conducted a study on GHRM and OCB, finding that job satisfaction is a significant mediator in the relationship. Employees who are satisfied with the green initiatives of their organization are more likely to display voluntary behaviors such as helping colleagues, taking initiative, and showing concern for organizational resources. Dumont et al. (2017) found that GHRM practices positively influenced Green OCB, but this relationship was mediated by job satisfaction. Employees who are content with their organization's green policies are more likely to engage in green citizenship behaviors, such as participating in sustainability initiatives outside their formal job duties. Shen et al. (2018) highlighted that job satisfaction not only mediates the relationship between GHRM and OCB but also enhances the quality and frequency of OCB. The study suggests that satisfied employees are more willing to go beyond their official job descriptions, contributing to the organizational goal of sustainability. Consequently, the following hypothesis is formulated:

H6. Job Satisfaction mediates the relationship between GHRM and OCB.

## 2.11. The mediating role of organizational commitment in the relationship between GHRM on OCB

Saeed et al. (2019) conducted a study in which they found that organizational commitment significantly mediated the relationship between GHRM and OCB. Employees who perceived their organization’s green initiatives positively were more likely to feel committed to the organization, which in turn increased their engagement in OCB. Pham et al. (2019) found that GHRM practices such as green training and development enhanced employees’ organizational commitment, which subsequently led to higher levels of OCB. Employees who were committed to the organization because of its green initiatives were more likely to exhibit OCB, particularly behaviors that supported the organization’s environmental goals. Shen et al. (2018) and Aboramadan (2022) found that employees’ perceptions of GHRM increased their organizational commitment, which in turn led to higher levels of OCB. Employees who were committed to their organization due to its environmental initiatives were more likely to engage in extra-role behaviors, including Green OCB. Dumont et al. (2017) demonstrated that organizational commitment positively impacts the relationship between GHRM and OCB by increasing employees’ motivation to contribute to the organization’s environmental goals. Consequently, the following hypothesis is formulated (**Figure 1**):

H7. Organizational Commitment mediates the relationship between GHRM and OCB.

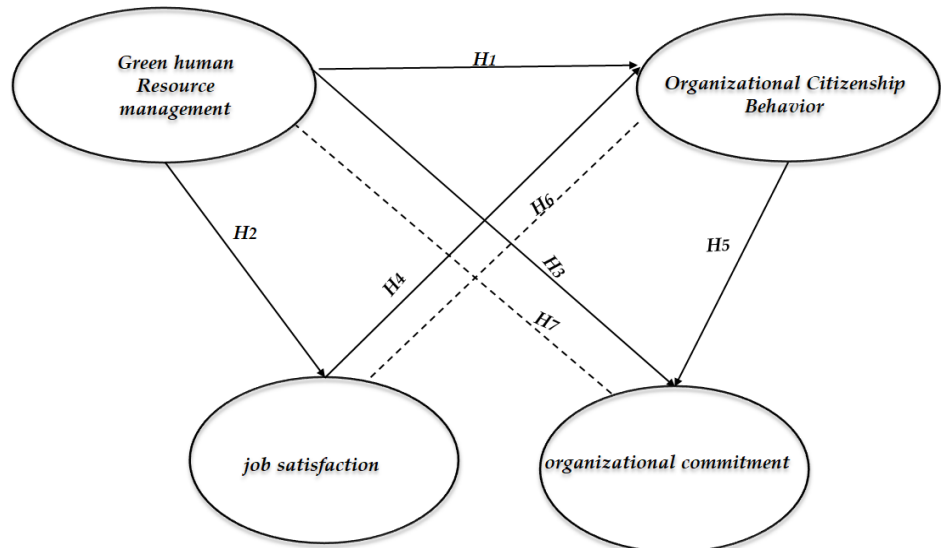


Figure 1. The research conceptual model.

## 3. Materials and methods

### 3.1. Measures and instrument development

We collected data through a self-administered questionnaire using established and reliable measures from prior research. Utilizing these metrics, we developed a standardized questionnaire having Five sections. The initial section of the questionnaire focused on gathering participants’ fundamental demographic details.,

including.

“Ages, levels of education, gender, and marital statuses. In the subsequent phase, participants’ viewpoints on Green Human Resource Management (GHRM) were assessed using a Likert scale with five points ranging from 1 (strongly disagree) to 5 (strongly agree). Participants were asked to indicate their agreement or disagreement with statements related to GHRM, utilizing a measurement tool adapted from prior studies and employed in this research (Zhang et al., 2021). My hotel offers employees green training programs aimed at promoting environmental values. These initiatives not only aim to foster a culture of sustainability but also aim to enhance employees’ knowledge and skills necessary for effective green management’s; “These represent only six of the ten components that comprise the scale”. “The Green Human Resource Management scale showed a Cronbach’s alpha coefficient of 0.942, signifying strong internal reliability and consistency”.

The scale for measuring OCB was based on the one developed by Kim et al. (2019) and validated by extensive use in other investigations. The nine-items the measure utilized a scale consisting of five points on the Likert scale where 1 represents “never” and 5 represents “always”. Items that have “I help colleagues who have a high workload “, “I help colleagues who have been absent.

Job commitment and job satisfaction were measured using Likert scale (1 = strongly disagree, 5 = strongly agree) based on research by Aboramadan (2020). The scale included statements about recognition, feeling close to colleagues, and enjoying the work.

With 1 representing strongly disagree and 5 representing strongly agree, was used to measure the level of participation. The average score on the scale serves as an indicator of an individual’s level of commitment to their job. A higher average score suggests a greater degree of dedication and devotion.

To ensure the questionnaire’s clarity and accuracy across languages, the English version was translated to Arabic by professionals and then back translated to English. Additionally, hospitality academics reviewed the content for validity, and a pilot study with hotel employees assessed the questionnaire’s understandability. Based on the feedback, minor wording and order adjustments were made. The internal consistency of the turnover intent scale was evaluated using Cronbach’s alpha, which yielded a high coefficient of 0.934. This result indicates a strong level of internal consistency within the scale, ensuring its reliability for measuring turnover intent effectively.

### **3.2. Sampling and data collecting**

This study investigates the link between Green HRM practices and employee citizenship behaviors (OCB) in three- and four-star Egyptian hotels. It also examines if job satisfaction (JS) and organizational commitment (OC) mediate this relationship. A questionnaire was distributed to hotel staff to gather data.

To collect data, researchers used a non-probability sampling technique, targeting hotel staff in popular Egyptian destinations for accessibility and relevance (Lavrakas, 2008). This ensured the participants had relevant experiences.

The study adhered to Hair et al.’s (2014) recommendations for sample size based on the number of variables (33 in total). A minimum ratio of 10 participants per



variable suggests a sample size of at least 330, which was comfortably surpassed in our research with 383 participants. Among the respondents, 77% ( $N = 295$ ) were male, and 23% ( $N = 88$ ) were female, as per the valid responses obtained from the participant pool ( $N = 347$ ). In terms of age distribution, the majority (54%,  $N = 210$ ) fell within the “30 to 45” age group, representing 46% ( $N = 173$ ) of the total participants. Concerning “marital status,” around “64.3% ( $N = 223$ )” of respondents reported being married.

The participants were clearly informed that their participation in the study was completely voluntary. Before taking part, they were asked to sign a consent form. To reduce the possible impact of Common Method Variance (CMV), The individuals involved were instructed to complete the questionnaire independently. Participants were provided with assurance that their information would be handled confidentially and exclusively utilized for research purposes, thereby mitigating the potential for Common Method Variance (CMV). Participants were encouraged to respond candidly, as there were no predetermined “right” or “wrong” answers. To identify and address any potential CMV, a widely accepted and straightforward statistical approach known as Harman’s single-factor test was employed. Data collection occurred over a span of approximately two months, from August 2023 to October 2023, ensuring a comprehensive coverage period.

### **3.3. Data analysis**

The collected data was analyzed using SPSS version 22 and Amos version 24. Descriptive statistics, such as percentages, standard deviations, means, and frequencies, were employed to provide an overview of the respondents’ demographics and to validate the research components.

To tackle the potential Common Method Variance (CMV), the researchers conducted Harman’s single-factor test. The measurement tools’ validity and reliability were assessed using Confirmatory Factor Analysis (CFA) and Cronbach’s alpha. Convergent validity was assessed by computing the Average Variance Extracted (AVE) and Composite Reliability (CR). Discriminant validity was evaluated based on the Fornell-Larcker criteria, and the Heterotrait-Monotrait Ratio (HTMT) was also examined. Once hypotheses were formulated regarding the variables under study, structural equation modelling (SEM) was employed to analyze the relationships and interdependencies among these variables. The Bootstrapping strategy was utilized in SEM to determine the direction and strength of these relationships.

## **4. Results**

### **4.1. Descriptive statistics**

**Table 1** displays the standard deviations and mean values of all variables studied in the research. Participants in the GHRM group showed strong consensus on the majority of the topics explored, with an average score of 4.47. Similarly, participants in the OCB group. Additionally, there was a significant level of agreement observed among participants regarding most of the issues examined., with most of 4.21. Furthermore, there was a positive correlation between job satisfaction and

organizational commitment, with both variables having an average mean of 4.23. In another case, the average mean was found to be 4.44.

**Table 1.** Reliability and confirmatory factor analysis properties.

Items	Std. loading (CFA)	M (S.D.)	Cronbach's alpha	CR2	AVE3
<b>Green human resource management (GHRM)</b>					
GHRM1: My hotel sets green goals for its employees.	0.875				
GHRM2: My hotel provides employees with green training to promote green values.	0.776				
GHRM3: My hotel provides employees with green training to develop employees' knowledge and skills required for green management.	0.728				
GHRM4: My hotel considers employees' workplace green behaviour in performance appraisals.	0.861	4.47 (0.838)	0.942	0.921	0.661
GHRM5: My hotel relates to employees' environmentally friendly behaviors in the workplace to rewards and compensation.	0.857				
GHRM6: My hotel considers employees' workplace green behaviours in a promotion.	0.772				
<b>Organizational Citizenship Behavior (OCB)</b>					
OCB1: I lend a hand to colleagues burdened with a heavy workload."	0.808				
OCB2: I offer my assistance to colleagues who are absent.	0.827				
OCB3: I aid in enhancing the productivity of my colleagues.	0.885				
OCB4: I proactively guide new colleagues on environmental practices, even without a formal request to do so.	0.846				
OCB5: "I share knowledge about environmental practices with colleagues if necessary to help them with their work".	0.902	4.21 (0.620)	0.940	0.984	0.772
OCB6: "I respect the rights and privileges of others".	0.834				
OCB7: "I do not take actions without first consulting the people who could be affected".	0.872				
OCB8: I maintain cleanliness in the workplace.	0.722				
OCB9: "I stay updated on the hotel's environmental progress."	0.702				
<b>Job satisfaction (JS)</b>					
JS1: "I receive recognition or a job well done".	0.801				
JS2: "I feel close to the people at work".	0.804				
JS3: "I feel good about working at this hotel".	0.742				
JS4: "I Feel s secure about my job".	0.761				
JS5: "I believe management is concerned about me".	0.874				
JS6: "On the whole, I believe work is good or my physical health".	0.712	4.23 (0.840)	0.911	0.905	0.507
JS7:" My wages are good".	0.732				
JS8: "All my talents and skills are used at work".	0.841				
JS9: "I get along with my supervisors".	0.731				
JS10: I receive recognition, or a job well done".	0.732				
JS11: "I feel close to the people at work".	0.783				
JS12: "I feel good about working at this hotel!".	0.834				

**Table 1.** (Continued).

Items	Std. loading (CFA)	M (S.D.)	Cronbach's alpha	CR2	AVE3
Organizational commitment (OC)					
OC1: "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful".	0.824				
OC2: "I feel very little loyalty to this organization (R)".	0.819				
OC3: "I find that my values and the organization's values are very similar".	0.847	4.44 (0.871)	0.944	0.944	0.570
OC4: "I am proud to tell others that I am part of this hotel".	0.875				
OC5: "I could just as well be working for a different organization as long as the type of work".	0.838				
OC6: "This hotel really inspires the very best in me in the way of job performance".	0.952				

## 4.2. Measurement model

"As previously mentioned," the data collection involved the use of a self-administered questionnaire. "To assess the potential common variance/bias (CMV) issue, Harman's single-factor test" was conducted by Hair et al. (2014). The results revealed that an additional factor accounted for only "41.01% "of the total diversity, which is less than the threshold of 50%. This suggests that CMV is not a significant concern in the study.

To ensure the stability and accuracy of the constructs examined, Maximum Probability Confirmatory Factor Analysis (CFA) was employed. **Table 1** showcases the Composite Reliability (CR) and Cronbach's alpha values for the latent variables, all surpassing the threshold of "0.80" (Hair et al., 2014). This demonstrates the adequate "internal consistency" of the measurement tools.

The standardized factor loading in the Confirmatory Factor Analysis (CFA) is denoted by "Std. Loading," while Composite Reliability is represented by CR. Additionally, AVE signifies Average Variance Extracted. The model fits the data well, with  $\chi^2/df = 4.296$  ( $p < 0.001$ ). The Comparative Fit Index (CFI) is 0.904, the Normed Fit Index (NFI) is 0.921, the Incremental Fit Index (IFI) is 0.925, the Tucker-Lewis coefficient (TLI) is 0.911, the Root Mean Square Residual (RMR) is 0.055, and the Root-Mean Square Error of Approximation (RMSEA) is 0.071.

Construct validity was thoroughly examined by assessing both convergent and discriminant validities (Rodríguez-Ardura, 2020). For convergent validity, it is necessary to have an "Average Variance Extracted (AVE)" value over 0.50 and "factor loadings" of at least 0.50 (Chin et al., 1997). In this study, all the research variables exhibited factor loadings greater than 0, and their AVEs "ranged from 0.702 to 0.952", "indicating satisfactory convergent validity".

To establish discriminant validity, the Fornell-Larcker criteria were applied. According to these criteria, the square root of the AVE for each construct should be greater than its correlation with other constructs. "**Table 2** provides an illustration of the correlations between the constructs and how are observed to be less significant than the square root of their respective AVEs", thus confirming discriminant validity among "the constructs".

**Table 2.** Constructs’ correlation and discriminant validity based on Fornell-Larcker criterion.

Construct	1	2	3	4
1) Green human resource management	0.813			
2) Organizational citizenship behavior	0.564	0.878		
3) Job satisfaction	0.368	0.766	0.554	
4) Organizational commitment	0.268	0.653	0.582	0.608

“Furthermore, in accordance with Henseler et al. (2015), the heterotrait-monotrait correlation ratio (HTMT) was utilized to evaluate the discriminant validity of the model. According to their research, discriminant validity is compromised when the HTMT value exceeds 0.85. Based on the results presented in **Table 3**, all HTMT values were below 0.85, indicating the presence of discriminant validity among components. This confirms that the constructs in the model are distinct and not highly correlated with each other”.

**Table 3.** Discriminant validity via HTMT.

Construct	1	2
1) Green human resource management		
2) Organizational citizenship behavior		
3) Job satisfaction	0.67	0.47
4) Organizational commitment	0.73	0.59

Note: HTMT should be less than 0.85  
Source: Henseler et al., 2015.

The data in **Table 1** indicating the model fit of the study show satisfactory results. The chi-square to degrees of freedom ratio ( $\chi^2/df$ ) stood at 4.296, with a significant *p*-value below 0.001. Furthermore, the Comparative Fit Index (CFI) reached 0.904, the Normed Fit Index (NFI) was 0.921, the Incremental Fit Index (IFI) scored 0.925, and the Tucker-Lewis coefficient (TLI) was at 0.911. These metrics point to a strong alignment between the model and the data. The Root Mean Square Residual (RMR) of 0.055 indicates a close match between the model and observed data. Lastly, the Root-Mean Square Error of Approximation (RMSEA) of 0.071 suggests a reasonable fit of the model to the data.

### 4.3. Structural equation modeling (SEM)

The utilization of Structural Equation Modeling (SEM) in this study aimed to examine the causal relationships and trace the flow of the research. The goodness of fit indices presented in **Table 4**, as outlined by Hair et al. (2014), demonstrate that the study model fits the data well. The indices, including CFI = 0.907, NFI = 0.911, IFI = 0.923, TLI = 0.921, RMR = 0.052, RMSEA = 0.072, and  $\chi^2/df = 4.296$  ( $p < 0.001$ ), indicate a good fit. **Table 4** provides a detailed overview of the direct impact of Green HRM on Organizational Citizenship Behavior. There is indirect impact of Green HRM on both job satisfaction and organizational commitment. The findings from this study offer support for Hypothesis 1, indicating that Green HRM significantly influences

Organizational Citizenship Behavior ( $\beta = 0.285$ ,  $t$ -value = 10.683,  $P < 0.001$ ). Similarly, Green HRM demonstrates a significant and favorable effect on organizational commitment ( $\beta = 0.272$ ,  $t$ -value = 5.382,  $P < 0.001$ ), confirming Hypothesis 2. Additionally, the third hypothesis, stating that job satisfaction is influenced by Green HRM, is validated ( $\beta = 0.382$ ,  $t$ -value = 7.363,  $P < 0.001$ ). The study delved into examining the direct impact of Organizational Citizenship Behavior on organizational commitment ( $\beta = 0.284$ ,  $t$ -value = 11.152,  $P < 0.001$ ) and on job satisfaction ( $\beta = 0.763$ ,  $t$ -value = 13.960,  $P < 0.001$ ). Moreover, it explored the potential mediating role of green organizational commitment and job satisfaction in linking Green HRM with Organizational Citizenship Behavior. This indirect relationship was validated using a bootstrapping method. As illustrated in **Table 4**, a positive and statistically significant indirect effect of Green HRM on Organizational Citizenship Behavior through organizational commitment and job satisfaction was observed ( $\beta = 0.422$ ,  $t$ -value = 11.202,  $P < 0.001$ ). Therefore, Hypothesis 6 is confirmed. Path analysis was carried out, incorporating both partial and complete mediation propositions from Kelloway (1995) and Zhao et al. (2010). The mediation analysis was conducted using the bootstrapping technique within the SEM framework. Bootstrapping is a non-parametric resampling method that estimates the indirect effects by generating a distribution of the effect size through repeated sampling.

**Table 4.** Structural parameter estimates.

Hypothesized path		Standardized path coefficients		$t$ -value	Results		
Direct Path							
H <sub>1</sub> GHRM	→	OCB	0.285	10.683***	Accepted		
H <sub>2</sub> GHRM	→	JS	0.382	7.363***	Accepted		
H <sub>3</sub> GHRM	→	OC	0.272	5.382***	Accepted		
H <sub>4</sub> JS	→	OCB	0.763	13.960***	Accepted		
H <sub>5</sub> OC	→	OCB	0.284	11.152***	Accepted		
Indirect path							
H <sub>6</sub> : GHRM	→	JS →	OCB	OCB	0.422	11.202***	Accepted
H <sub>7</sub> : GHRM	→	OC →	OCB	OCB	0.523	12.112***	Accepted

Note: Model fit;  $\chi^2/df = 4.296$ ,  $p < 0.001$ , CFI = 0.907, NFI = 0.911, IFI = 0.923, TLI = 0.921, RMR = 0.052, RMSEA = 0.072, \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ .

#### 4.4. Mediation testing

- Direct Effect: GHRM showed a significant direct effect on OCB ( $\beta = 0.285$ ,  $t$ -value = 10.683,  $p < 0.001$ ).
- Indirect Effects (Mediating Role of JS and OC):
- Job Satisfaction (JS) and Organizational Commitment (OC) were tested as mediators to see if they significantly carry the effect of GHRM on OCB.
- Indirect effect of GHRM on OCB through JS and OC was significant, as indicated by the standardized coefficient of  $\beta = 0.422$ ,  $t$ -value = 11.202,  $p < 0.001$ . This suggests that both job satisfaction and organizational commitment partially mediate the relationship between GHRM and OCB.

## **5. Discussion and implications**

The findings of this study strongly indicate a positive relationship between Green Human Resource Management (GHRM) practices and Organizational Citizenship Behavior (OCB) in the hotel industry. The results align with previous studies, such as Bhutto et al. (2021), suggesting that GHRM encourages employees to engage in eco-friendly behaviors that go beyond their required job roles, benefiting both the environment and the organization. These behaviors, which include helping colleagues and promoting green practices, are critical for fostering a sustainable organizational culture.

Additionally, the study highlights that job satisfaction and organizational commitment play significant mediating roles in this relationship. Employees who experience higher job satisfaction and a stronger sense of commitment to their organization are more likely to exhibit OCB. These findings are consistent with prior research (Adnans et al., 2020; Sharma and Agarwal, 2021) which has shown that satisfied and committed employees are more inclined to go above and beyond their formal responsibilities. The structural equation modeling (SEM) analysis further confirmed that GHRM positively affects job satisfaction and organizational commitment, both of which contribute to increased OCB. The results also suggest that job satisfaction and commitment partially mediate the relationship between GHRM and OCB, adding complexity to how GHRM influences employee behavior.

Moreover, the study suggests that green HR practices, such as eco-friendly training and rewards, not only motivate employees but also improve organizational commitment. This leads to a virtuous cycle where committed and satisfied employees engage in behaviors that help their organization achieve its environmental goals.

One of the most significant findings of the study is the strong positive relationship between GHRM practices and OCB. Employees in hotels that adopt green HR practices are more likely to engage in OCB, contributing to the hotel's environmental performance. This is consistent with prior research by Bhutto et al. (2021) and Wong (2023), which emphasizes that sustainable HR practices motivate employees to engage in eco-friendly behaviors, such as helping colleagues adopt green practices and going beyond their job responsibilities for the organization's benefit.

The study highlights job satisfaction as a critical mediator between GHRM and OCB. Employees who are satisfied with their jobs are more inclined to engage in green OCB, supporting environmental initiatives within their workplace. This finding supports previous research (Baykal et al., 2023; Malokani et al., 2023) that links GHRM practices to higher job satisfaction, particularly through green training programs and eco-friendly policies that align with employee values. The study also adds to the understanding that employees whose personal values align with their company's green goals tend to experience higher job satisfaction, which in turn enhances their likelihood to exhibit OCB.

Organizational commitment also plays a vital role in mediating the relationship between GHRM and OCB. Employees who feel a strong commitment to an organization that prioritizes sustainability are more likely to engage in OCB. This suggests that GHRM practices help cultivate not only job satisfaction but also a deeper sense of loyalty and identification with the organization. The positive impact of

organizational commitment on OCB aligns with studies by Renwick et al. (2013) and Del Chiappa and Boggia (2020), which found that employees who are committed to their environmentally responsible organization are more likely to engage in behaviors that support both the environment and the organization's success.

The indirect effects of GHRM on OCB through both job satisfaction and organizational commitment provide new insights into the complex mechanisms at play. The partial mediation observed in the structural equation modeling (SEM) analysis indicates that GHRM practices do not directly lead to OCB but do so through fostering a positive work environment, job contentment, and employee loyalty. This is supported by social exchange theory, which suggests that employees who feel supported and valued by their organization are more likely to reciprocate with discretionary efforts that benefit the organization.

The research suggests that green HR practices, such as environmental training, green recruitment, and reward systems, play a critical role in encouraging OCB. These practices help employees become more environmentally conscious and motivate them to take voluntary actions to benefit both the environment and the organization. The study adds depth to the understanding that organizations that embed sustainability into their HR practices can expect not only improved environmental performance but also higher levels of employee engagement, reduced turnover, and a more motivated workforce.

## **6. Implications**

GHRM benefits hotels in several ways. It promotes environmental responsibility by encouraging eco-friendly practices and employee behaviors (OCB) that align with sustainability goals. Additionally, GHRM practices can boost employee engagement through participation, training, and recognition, leading to higher OCB. Finally, Green HRM helps hotels build a positive image as environmentally conscious businesses.

## **7. Theoretical implications**

Hotel managers adopting GHRM practices can significantly enhance employee engagement and performance. By implementing green initiatives in HR, such as green training and recognition programs, hotels can foster a work environment that encourages employees to participate in eco-friendly activities. These activities, in turn, lead to higher OCB, ultimately benefiting the hotel's image, performance, and sustainability goals. Furthermore, GHRM practices may help hotels differentiate themselves in a competitive market by promoting a green brand that attracts eco-conscious guests and employees.

Beyond the direct relationship between GHRM and OCB, the findings suggest broader implications for leadership in promoting green behavior. Leaders in the hospitality industry can utilize GHRM as a strategic tool to build a culture of sustainability. The positive effects of GHRM on job satisfaction and organizational commitment imply that leaders who prioritize environmental goals are more likely to inspire loyalty and discretionary effort among employees, contributing to both operational success and environmental stewardship.

## 8. Limitations and further research

This study focused on Egyptian staff in three- and four-star hotels, limiting generalizability (applicability to other contexts). Future research could explore different hotel types and employee perspectives. Additionally, the study examined one aspect of green job participation as a mediator. Future work could investigate job satisfaction and commitment from different angles. The self-reported data may have biases. Combining quantitative and qualitative methods in future studies could be beneficial. Finally, future research could explore Green HRM as a mediator between green leadership and other variables influencing environmental performance.

## 9. Conclusions

The study's conclusion highlights that while green HRM is still in its early stages, the growing global need has compelled organizations to adopt green practices. This includes creating awareness, training employees, and developing tools and models to establish a green organizational environment. The implementation of Green HRM practices in the hotel industry can have significant positive implications. Firstly, it can lead to improved environmental performance, aiding in cost reduction and achieving non-financial rewards through the execution of green initiatives. Additionally, it can contribute to enhanced employee engagement, a positive organizational image, increased employee satisfaction, higher employee retention rates, and improved employee well-being. These outcomes, in turn, foster organizational citizenship behavior (OCB) and contribute to the overall success and sustainability of hotels.

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